



# **FY2013 Performance and Accountability Report**

**Montgomery County  
Department of Transportation**





# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## DOT Alignment to County Priority Objectives

### Montgomery County Priority Objectives

- **A Responsive and Accountable Government**
- Affordable Housing in an Inclusive Community
- **An Effective and Efficient Transportation Network**
- Children Prepared to Live and Learn
- **Healthy and Sustainable Communities**
- **Safe Streets and Secure Neighborhoods**
- A Strong and Vibrant Economy
- **Vital Living for All of Our Residents**

## DOT Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY13 Results</u>	<u>FY12 Results</u>	<u>Performance Change</u>
Primary/arterial road quality as rated through DOT's Resurfacing Program (percent rated fair or better)	64%	64%	
Residential/Rural road quality as rated through DOT's Resurfacing Program (percent rated fair or better)	44%	44%	
Passengers transported per capita (ratio of the number of passengers boarding a Ride On bus within the fiscal year and the County population)	27.1	27.9	
Reported Ride On complaints per 100,000 bus riders	27.0	27.1	
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	8.3	8.3	
Number of reported collisions between Ride-On buses and a person or object, per 100,000 miles driven	4.0	4.0	

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# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



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## DOT Headline Performance Dashboard (continued)

<u>Headline Performance Measure</u>	<u>FY13 Results</u>	<u>FY12 Results</u>	<u>Performance Change</u>
Parking Management cost efficiency (ratio of expenses to revenues)	61%	55%	
Parking Management revenue generated (in dollars)	\$41.5 M	\$40.3 M	
Customer satisfaction rate for Parking Lot Districts (measured in biannual survey)	3.28	3.41	
Average number of days to complete traffic study	60	55	
Number of traffic studies pending	255	240	
Projects completed within 3 months	71%	70%	
Cost estimates within 10% of actual costs	100%	100%	



# Montgomery County Department of Transportation

## FY2013 Performance and Accountability Report



### DOT At A Glance

#### What Department Does and for Whom

Provide an effective and efficient transportation system for the movement of persons and vehicles on County roads; plan, design, and coordinate development and construction of transportation and pedestrian routes; operate and maintain the traffic signal system and road network; and develop and implement transportation policies.

#### Highway Services

Manage the maintenance of all County roads. Operating Budget activities include resurfacing; patching; shoulder and storm drain maintenance activities. Capital Budget activities include Primary/Arterial and Rural/Residential Resurfacing and Rehabilitation.

#### Traffic Engineering and Operations

Manage and operate the transportation system to achieve peak efficiency. Proactively identify and address hazardous conditions and respond to residents' concerns about traffic and pedestrian safety on the County's roadways.

#### Transit Services

Operate and manage the Ride On bus system, providing service to both transit-dependent residents as well as those who have other transportation options. Regulate taxi service in the County, promote transportation alternatives to employers and employees in the County, and manage special programs for the elderly and disabled.

#### How Much / How Many

- Operating Budget: \$203,189,627
- Capital Budget: 63 projects managed by DOT, \$175,712,000
- Full-Time Equivalents (FTEs): 1,304.6

- \$48,888,596 Operating Budget \*\*
- \$46,800,000 Capital Budget
- 267.7 FTEs
- 5,109 lane miles of roadway maintained

\*\*Number includes storm costs

- \$8,528,265 Operating Budget
- \$16,098,000 Capital Budget
- 88.0 FTEs

- \$113,307,392 Operating Budget
- \$22,285,000 Capital Budget
- 814.4 FTEs
- 342 buses



# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## DOT At A Glance (cont.)

### What Department Does and for Whom

#### Transportation Engineering

Plan, design, and construct the transportation and pedestrian projects included in the Montgomery County Transportation Capital Improvement Programs.

### How Much / How Many

- \$1,208,119 Operating Budget
- 45 total ongoing Capital Projects, \$60,989,000
- 65.0 FTEs

#### Parking Management

Operate, maintain, and develop the County's Parking Lot Districts under policies and business practices that maximize the effectiveness of available parking supply, while simultaneously enhancing the economic development of specific central business districts and promoting a balanced transportation system.

- \$23,423,877 Operating Budget
- \$29,540,000 Capital Budget
- 50.9 FTEs

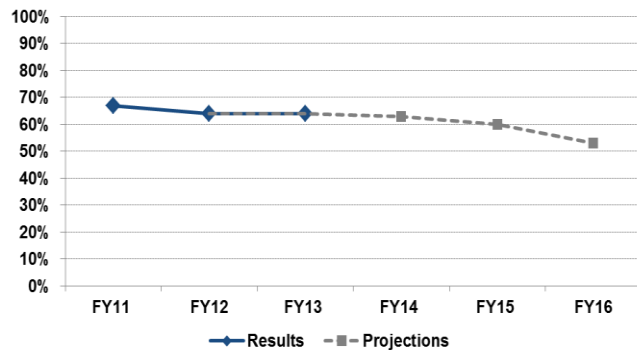


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 1: Primary/Arterial Road Quality (percent rated fair or better)

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	67%	64%	64%			
Projections		64%	64%	63%	60%	53%

### Factors Contributing to Current Performance

- Pavement Condition Index (PCI) measures the relative condition of roadway
- Current PCI value is 63
- PCI value of 60 is fair (goal is 80)
- 966 lane miles of primary roads in County
- PCI below 60 requires rehab or reconstruction

### Factors Restricting Performance Improvement

- Significant resurfacing backlog due to funding shortfalls negatively impacts condition
- High traffic volume and vehicle weight negatively impacts condition
- Salt use during winter impacts condition
- Winter freeze/thaw impacts condition

### Performance Improvement Plan

- Permanent Patch and Resurface all pavements within budget parameters to the maximum extent possible utilizing all available funding.
- Continue to promote the "Four Tiered Pavement Management Approach".
- Continue to develop and implement the comprehensive Pavement Management Program and stay with an objective approach to guide decision making and budget allocation decisions.
- Conduct biennial pavement condition surveys and analysis and pavement ratings as data input to the Pavement Management Program to maintain an updated network level condition assessment.
- Request appropriate funding levels to maintain the residential road infrastructure
- Develop a uniform method of determining how best to distribute existing and proposed resurfacing funds among all geographic areas.
- Create scenarios of "budget optimization", wherein current budgets are used in the most effective manner and trends are evaluated with respect to the effect on network conditions
- Continue to calculate annual funding needs to reverse the downward trend of pavement condition.
- Continue with advanced Pavement Management Program to assist decision-makers in the process of managing the pavement throughout the network. The system stores, retrieves and processes user-defined, pavement-related condition and inventory data in order to analyze current conditions, predict future performance, and determine the expected needs of pavement networks.



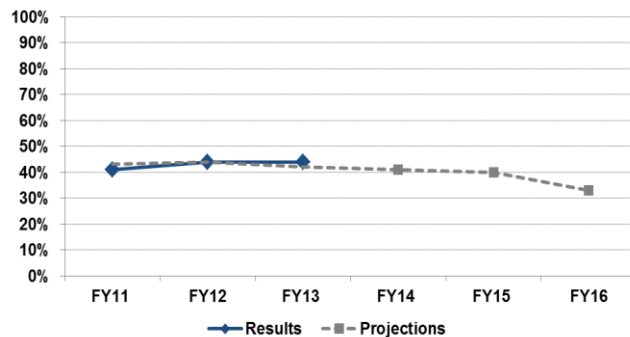
# Montgomery County Department of Transportation

## FY2013 Performance and Accountability Report



### Headline Performance Measure 2: Residential/Rural Road Quality (percent rated fair or better)

#### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	41%	44%	44%			
Projections	43%	44%	42%	41%	40%	33%

#### Factors Contributing to Current Performance

- Pavement Condition Index (PCI) measures the relative condition of roadway
- Current PCI value is 56
- PCI value of 60 is fair (goal is 70)
- PCI below 60 requires rehab or reconstruction
- 4,143 lane miles of residential roads in County

#### Factors Restricting Performance Improvement

- Significant resurfacing backlog due to funding shortfalls negatively impacts condition
- Recommended resurfacing cycle is 12-15 years, current funding is 60 years
- Salt use during winter impacts condition
- Winter freeze/thaw impacts condition

#### Performance Improvement Plan

- Permanent Patch and Resurface all pavements within budget parameters to the maximum extent possible utilizing all available funding.
- Continue to promote the "Four Tiered Pavement Management Approach".
- Continue to develop and implement the comprehensive Pavement Management Program and stay with an objective approach to guide decision making and budget allocation decisions.
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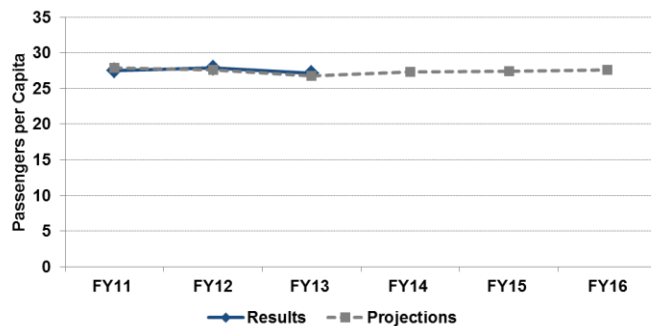


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 3: Ride On Passengers Transported Per Capita (ratio of the number of passengers boarding a Ride On bus within the fiscal year and the County's population)

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	27.5	27.9	27.1			
Projections	27.9	27.6	26.8	27.3	27.4	27.6

### Factors Contributing to Current Performance

- Ride On service cuts in prior years
- Additional Ride On service added in FY 13
- General decrease in transit ridership across region

### Factors Restricting Performance Improvement

- No additional service assumed
- Health of economy
- Relatively inexpensive parking rates

### Performance Improvement Plan

- Hire Bus Operators up to approved complement
- Continue with replacement of old buses that have reached the end of their useful life to improve reliability and employee morale, which will show up in better customer service
- Work with Fleet Management to provide the peak buses needed every day to provide reliable service
- Continue purchasing low-floor buses to improve access for seniors and result in fewer wheelchair issues and better reliability
- Work to restore service cut in previous years to increase service availability
- Implement real-time information for Ride On for customers and service
- Take advantage of new Scheduling software to improve the Ride On system
- Encourage the use of SmarTrip to provide a seamless trip between transit systems in the region for riders, and add passes to SmarTrip, to encourage transit use
- Recognition of employees – Safety and Employee of the Year: This will help to improve safety and increase morale which will result in better customer service
- Recommend changes to the CBA work rules to improve attendance of drivers
- Added Bid Dispatch software to Operations that will increase efficiency in managing work assignments and the daily dispatch



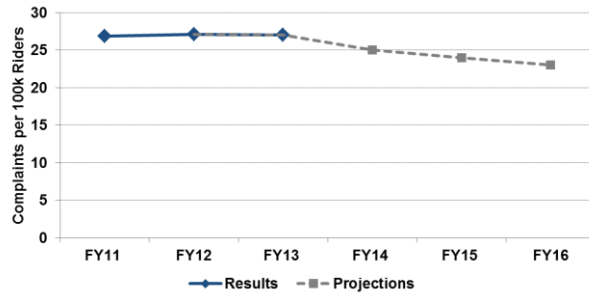


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 4: Ride On Complaints per 100,000 Riders

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	26.9	27.1	27.0			
Projections			27.0	25.0	24.0	23.0

### Factors Contributing to Current Performance

- Easier to report complaints via MC311
- Bus Operator vacancies resulting in more missed trips
- Fleet reliability issues – Champion buses
- Significant number of new Bus Operators
- Lack of customer service training

### Factors Restricting Performance Improvement

- Need for customer service training
- Older buses in fleet replacing early retirement of Champions
- Sufficient overtime and lapse budget
- Turnover rate among Bus Operators
- Leave use among Bus Operators

### Performance Improvement Plan

- Hire Bus Operators up to approved complement
- Continue with replacement of old buses that have reached the end of their useful life to improve reliability and employee morale, which will show up in better customer service
- Work with Fleet Management to provide the peak buses needed every day to provide reliable service
- Continue purchasing low-floor buses to improve access for seniors and result in less wheelchair issues and better reliability
- Continue purchasing buses with cameras to increase security for both drivers and riders
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- Recommend changes to the CBA work rules to improve attendance of drivers
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- Add passes electronically on SmarTrip cards.

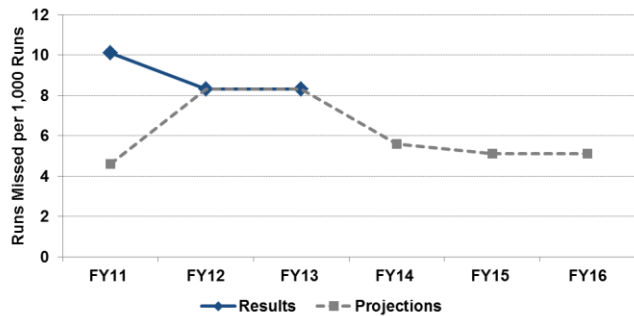


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 5: Ride On Scheduled Runs Missed per 1,000 Runs

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	10.1	8.3	8.3			
Projections	4.61	8.3	8.3	5.6	5.1	5.1

### Factors Contributing to Current Performance

- Reliability of fleet (Champion buses)
- Driver shortfalls

### Factors Restricting Performance Improvement

- Attrition rate of experienced drivers

### Performance Improvement Plan

- Retire the Champion sub-fleet early (and the buses that replaced them)
- Hire Bus Operators up to approved complement.
- Continue with replacement of old buses that have reached the end of their useful life to improve reliability and employee morale, which will show up in better customer service
- Work with Fleet Management to provide the peak buses needed every day to provide reliable service
- Continue purchasing low-floor buses to improve access for seniors and result in less wheelchair issues and better reliability
- Work to restore service cut in previous years to increase service availability
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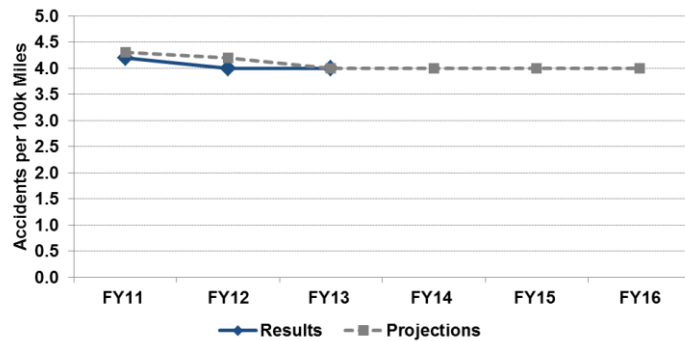


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 6: Number of Reported Collisions between Ride On Buses and a Person or Object, per 100,000 Miles Driven

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	4.2	4.0	4.0			
Projections	4.3	4.2	4.0	4.0	4.0	4.0

### Factors Contributing to Current Performance

- Strong new driver training – 6 weeks before entering revenue service
- Increased traffic congestion in county
- Accident Review Procedures
- Re-training of experienced drivers in defensive driving techniques

### Factors Restricting Performance Improvement

- Retirement of experienced Bus Operators
- Weather – ice & snow
- Anticipated increase in traffic congestion

### Performance Improvement Plan

- Hire Bus Operators up to approved complement.
- Continue with replacement of old buses that have reached the end of their useful life to improve reliability and employee morale
- Work with Fleet Management to provide the peak buses needed every day to provide reliable service
- Continue purchasing low-floor buses to improve access for seniors and result in less wheelchair issues and better reliability
- Continue purchasing buses with cameras to increase security for both drivers and riders
- Take advantage of new Scheduling software to improve the Ride On system
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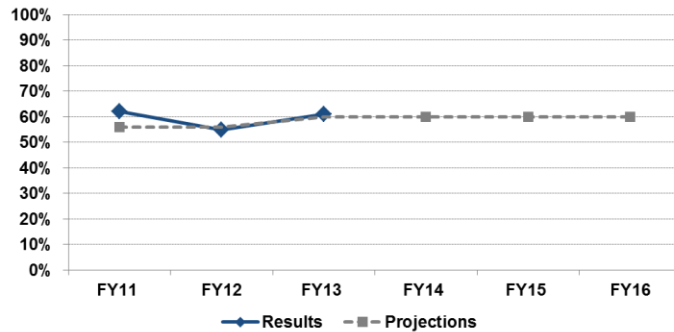


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 7: Parking Management Cost Efficiency (Expenses as % of Revenues)

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	62%	55%	61%			
Projections	56%	56%	60%	60%	60%	60%

### Factors Contributing to Current Performance

- Increased parking rates have resulted in increased revenues
- Debt service costs are included in expenditures
- Supplementing County staff with contract support provides efficient and effective service

### Factors Restricting Performance Improvement

- Aging infrastructure require increased funding
- Transfer of resources limits funds available for day-to-day operations
- Competing demands of economic development & balanced transportation
- Uncertain impact of demand pricing

### Performance Improvement Plan

- Continue to leverage Developer interest in Parking Lot District (PLD) property into favorable public-private joint development projects that support the PLD's twin public policy objectives of enhancing the economic development of specific central business districts and promoting a balanced transportation system.
- Maximize service delivery, minimize costs, ensure operational flexibility, and leverage parking industry expertise by continuing to outsource selected PLD operations and services.
- Use the customer satisfaction headline measure to provide a "check and balance" against the "efficiency" headline measure of expenditures to revenues. The two measures taken together will inform future decisions on rate changes and re-development opportunities.

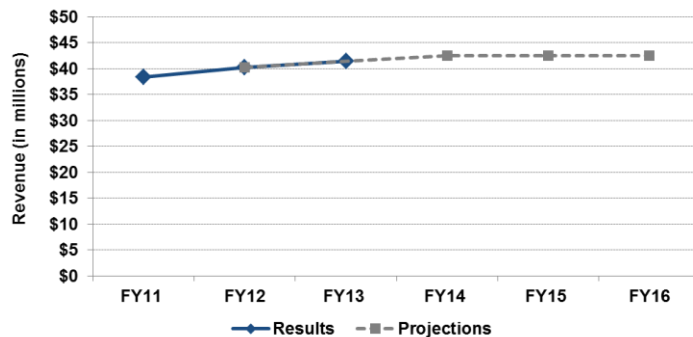


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 8: Parking Management Revenue Generated (in millions of dollars)

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	\$38.4	\$40.3	\$41.5			
Projections			\$41.5	\$42.5	\$42.5	\$42.5

### Factors Contributing to Current Performance

- Increased parking rates in recent years has resulted in increased revenues
- Quality of service and facilities
- Parking demand has remained high
- Ability to pay by credit card at all public facilities

### Factors Restricting Performance Improvement

- Uncertain future impact of demand pricing
- Health of the economy
- Inclusion of the parking tax within the Charter limit restricts ability to use tax to influence private development

### Performance Improvement Plan

- Continue to leverage Developer interest in Parking Lot District (PLD) property into favorable public-private joint development projects that support the PLD's twin public policy objectives of enhancing the economic development of specific central business districts and promoting a balanced transportation system.
- Use the customer satisfaction headline measure to provide a "check and balance" against the "efficiency" headline measure of expenditures to revenues. The two measures taken together will inform future decisions on rate changes and re-development opportunities.

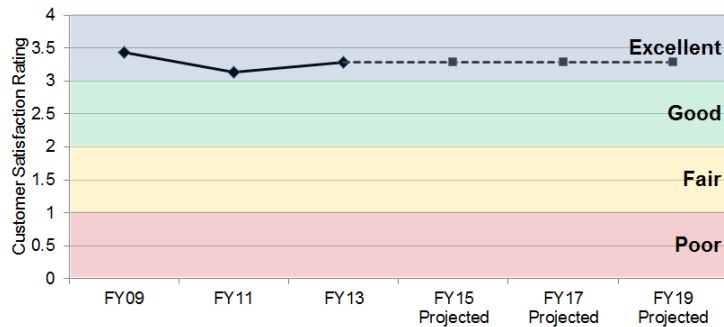


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 9: Customer Satisfaction Rate for Parking Lot Districts (PLDs)

### Performance Trends



	FY09	FY11	FY13	FY15	FY17	FY19
Results	3.44	3.41	3.28			
Projections				3.28	3.28	3.28

NOTE: Customer satisfaction survey performed biannually.

### Factors Contributing to Current Performance

- Expanded awareness of all parking options and payment services.
- Improved customer attitudes towards the convenience of parking in PLD's.
- Clean, safe and well maintained parking facilities and lots.

### Factors Restricting Performance Improvement

- Funding for current customer service based parking technology.
- Distribution of parking demand was not even across parking supply.
- Public perception of parking enforcement.

### Performance Improvement Plan

- The customer service satisfaction rating is intended to be a check on the Efficiency Ratio. It is assumed if the parking rates are increased too much or operations spending is cut too much to improve the ratio the result will be a decline in the customer service rating. We intend to maintain the current balance in these opposing forces while seeking additional efficiencies and project the customer service ratings to be maintained at the current very favorable level.

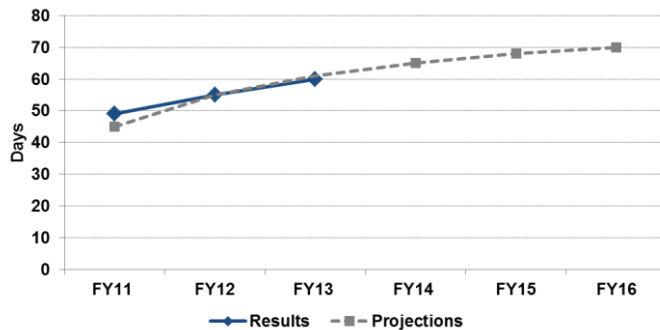


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 10: Average Number of Days to Complete Traffic Study

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	49	55	60			
Projections	45	55	61	65	68	70

### Factors Contributing to Current Performance

- Highly trained & experienced staff
- Established technical resources

### Factors Restricting Performance Improvement

- Easy access to report issues – including MC311, increases volume of requests
- Lack of consultant resources
- Consideration of impact on all modes (cars, pedestrians, bikes, etc.) results in longer time to complete studies
- Lack of funds for data collection & analysis

### Performance Improvement Plan

- As budget guidance allows, request restoration of funds for consultant services to reduce the backlog of pending studies and supplement staff as requests increase and vacancies occur.
- Continue to develop the skills and knowledge base of technician/support staff (i.e., engineering technicians) for the purpose of using field investigations and engineering judgment to solve as many complaints as possible rather than full engineering studies. Doing so will contribute to improving staff production and output in terms of the number of studies conducted per year.
- Promptly address staff vacancies when they occur.
- Maximize use of the studies database productivity reports to monitor staff production and address those that are not producing in keeping with the rest of the team.
- Continue to pursue funds for consultant to conduct access restriction studies.

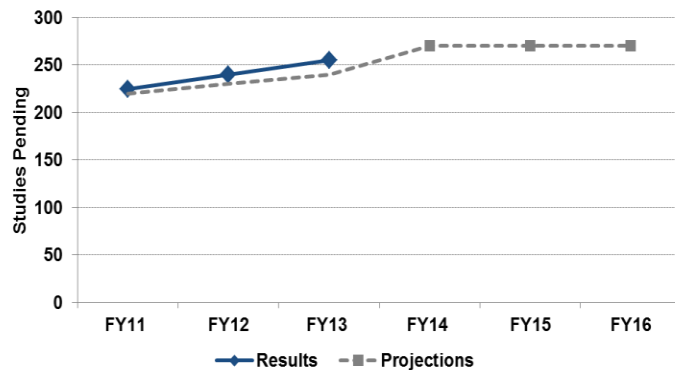


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 11: Number of Traffic Studies Pending

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	225	240	255			
Projections	220	230	240	270	270	270

### Factors Contributing to Current Performance

- Highly trained & experienced staff
- Established technical resources

### Factors Restricting Performance Improvement

- Easy access to report issues – including MC311, increases volume of requests
- Lack of consultant resources
- Consideration of impact on all modes results in longer time to complete studies
- Lack of funds for data collection & analysis

### Performance Improvement Plan

- As budget guidance allows, request restoration of funds for consultant services to reduce the backlog of pending studies and supplement staff as requests increase and vacancies occur.
- Continue to develop the skills and knowledge base of technician/support staff (i.e., engineering technicians) for the purpose of using field investigations and engineering judgment to solve as many complaints as possible rather than full engineering studies. Doing so will contribute to improving staff production and output in terms of the number of studies conducted per year.
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- Continue to pursue funds for consultant to conduct access restriction studies.



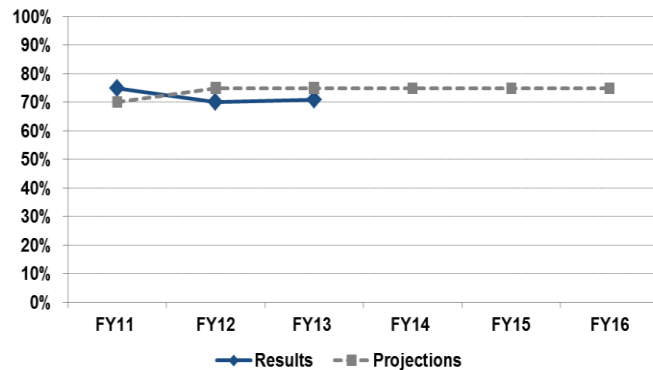


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 12: Transportation Capital Improvement Projects Completed within 3 Months of Projected Timeline

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	75%	70%	71%			
Projections	70%	75%	75%	75%	75%	75%

### Factors Contributing to Current Performance

- Coordination meetings with stakeholders and permitting agencies

### Factors Restricting Performance Improvement

- Weather impacts
- Utility relocation/coordination
- Unforeseen Site Condition
- SHA-coordination issues in reviewing plans

### Performance Improvement Plan

- Better Coordination with Utility companies (Pepco, Verizon, Comcast) and Railways
- Constructability review team
- WBS based project schedule development prior to advertisement
- 3D/4D Design Review
- Partnering meetings during construction
- Project Post-construction Lessons Learned Conference
- Stay informed of updated information required by permitting agencies

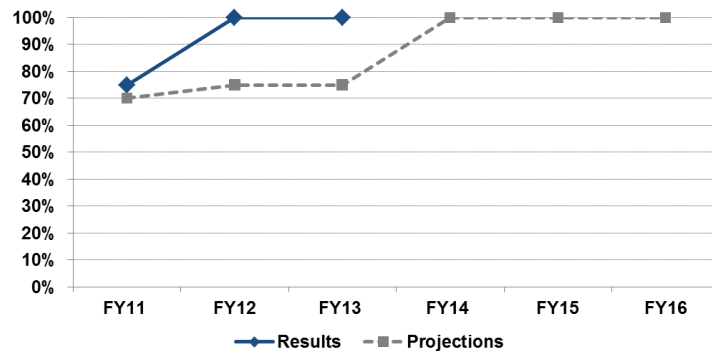


# Montgomery County Department of Transportation FY2013 Performance and Accountability Report



## Headline Performance Measure 13: Transportation Capital Improvement Projects Completed within 10% of the Cost Estimate in the Original Project Description

### Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	75%	100%	100%			
Projections	70%	75%	75%	100%	100%	100%

### Factors Contributing to Current Performance

- Construction budgeting and burn rate plan
- Improved cost estimating
- Project Management

### Factors Restricting Performance Improvement

- Contractor inexperience with County work
- Permits
- Design changes
- Weather impacts

### Performance Improvement Plan

- Cost Estimating guidelines and Applications
- Maryland Construction Management System (MCMS) for all projects- Enterprise Access
- Monthly Budget review
- Change Order Tracking System
- Improved Record Keeping and Project Documentation



### Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

#### **1) Effective and Productive Use of the Workforce/Resources:**

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *7% increase in average overtime hours used by all full-time, non-seasonal employees.\**  
(Source: CountyStat)

The department meets with each division monthly to review overtime expenditures and hours for each pay period as well as monitor high overtime earners.

The increase in overtime for this period was directly the result of the Derecho. The July cleanup resulted in the use of over 20,000 hours of overtime.

- b) *0.1 percentage point decrease in average Net Annual Work Hours for all full-time, non-seasonal employees.\** (Source: CountyStat)

*\* The values are based on the employee's HR Organization and not assigned Cost Center(s).*

#### **2) Internal Controls and Risk Management:**

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- a) *91% of 11 Audit report recommendations were fully implemented since issuance of the audit report*  
(Source: Internal Audit will provide to CountyStat)

- b) *17% decrease in work-related injuries (185 in FY12 to 154 in FY13)* (Source: Risk Management)



# Montgomery County Department of Transportation

## FY2013 Performance and Accountability Report



### 3) **Succession Planning:**

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

*a) List all the key positions/functions in your department that require succession planning (Source: Department)*

Division	Number of Critical Positions	% of Positions Where Knowledge, Skills, and Abilities have been Identified	% of Positions with Long Term Plan in Place	%of Total Critical Positions in DOT
Director's Office	8	100%	88%	19%
Highway Services	5	60%	60%	12%
Parking Management	2	100%	0%	5%
Traffic Engineering	5	100%	0%	12%
Transportation Engineering	5	100%	0%	12%
Transit	17	100%	12%	40%

*b) 29% of those identified key positions/functions have developed and implemented long-term succession planning (Source: Department)*

DOT actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance. Department identifies and mentors staff who desire to move into higher level supervisory and management positions, encourages them to pursue enrollment in the Leadership Institute or similar programs and take appropriate career development training.

Take advantage of professional societies, Local Technical Assistance Program (LTAP), and industry webinars to broaden knowledge of technical competencies among staff. Also, support staff to make presentations at technical conferences.

Utilize PACE to build knowledge, skills and abilities in workforce.

### 4) **Mandatory Employee Training:**

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

*95% of employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)*



## Montgomery County Department of Transportation FY2013 Performance and Accountability Report



### 5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

*Workforce Diversity:* The Department of Transportation actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements

*MFD Procurement: refer to or attach summary yearly report prepared by DGS  
(Source: Department provides and CountyStat validates) ([Link to report](#))*

Total Dollars Subject to MFD: \$189,551,721

MFD Utilization: \$63,961,226

Percent of Total MFD Dollars: 33.74%

Total Actions Subject to MFD: 1,330

MFD Utilization: 679

Percent of Total MFD Actions: 51.05%



## Montgomery County Department of Transportation FY2013 Performance and Accountability Report



### 6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

*Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.*

Replaced high-pressure sodium vapor with brighter, more efficient fluorescent lighting in all county public parking garages in the Silver Spring, Bethesda and Wheaton Parking Lot Districts

Pilot Transit Signal Priority project activated along Ride-On Route 55

Call-n-Ride transitioned to automatic swipe card, making it easier for clients and reducing fraud

Data-driven pedestrian safety program implemented; focused on high-incidence areas with aim to reduce pedestrian fatalities and casualties.

Uninterruptable Power Supplies / Battery-Back Up (UPS/BBU) is being installed to County traffic signals to mitigate problems during power outages

In preparation for one of the largest transit projects in County in recent history, work has begun laying the initial groundwork for the construction of the Purple Line

Implementation of Ride On Real Time; a real time bus locator and scheduling system, giving passenger up-to-the-minute information about where their bus is on the route

Planning and study has started for a Ride-On Bus Rapid Transit System that will move larger amount of people faster along main arteries and reducing traffic congestion

Studying the use of solar panels on roofs of Parking Lot District garages in an attempt to reduce energy costs

Examining use of Electric Vehicle Charging Stations in Parking Lot District Facilities, both serving a customer base and encourage the use of energy efficient vehicles

Proactive approach to addressing potholes by equipping supervisors in pickup trucks with bags of “cold asphalt patch mix” material to temporarily address potholes. Objective: lower response time

Initiated 3rd bi-annual countywide Pavement Condition Assessment & utilized state of the art automated data collection van

Customers now able to order monthly Parking Convenience Sticker permits on-line. Also testing Virtual Permits for residential parking permit areas

Installation using lease/purchase option of “smart” parking meters plus pavement sensors

Began using “ProjectWise” software on design and construction projects, a collaboration and information management system for the design and construction of architectural and engineering projects.

Coordinating with utility companies using GIS during emergencies



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### **7) Collaborations and Partnerships:**

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

*a) Total \$\$ saved by through collaborations and partnerships with other departments*

*b) List your accomplishments and/or expected results (Source: Department)*

- i) Bus shuttle implemented at AT&T National Golf Tournament along Bradley Boulevard. It was paid for by the permit holders for private parking on resident property in an arrangement worked out by the Department of Permitting Services.
- ii) Pedestrian safety program focused on high incident areas (HIAs). Engineering investments were coordinated with the State Highway Administration. Enforcement activities were tied to education activities and were provided by the County Police Department. Accomplishment: 43% reduction in pedestrian collisions in 2012 in HIAs.
- iii) Vacuum leaf collection. Approximately 350 people, 110 trucks, and 60 leaf vacuum machines were utilized to pick up leaves from some 120,000 properties along 850 miles of roads in the vacuum district. Collection in FY13 covered a distance of 140,000 cubic yards. Vacuum leaf collection is a joint effort with the Department of Environmental Protection.
- iv) Street sweeping - This program removes winter abrasives and other debris from County streets and in so doing reduces pollutants in the Chesapeake Bay watershed, reduces maintenance costs by keeping the drainage systems clean, and improves the appearance and the safety of our neighborhoods. Additional funding from the Department of Environmental Protection allows for more frequent sweeping of roads situated in critical watersheds. MCDOT conducts sweeping of over 4,000 lane miles and typically collects 1,000 tons of debris each season.
- v) Ride On's "Give & Ride" food drive. Under this annual program, bus passengers can ride for free during a designated week in April by donating canned or nonperishable food. Food collected through the drive goes to the Manna Food Center, which feeds 3,000 hungry families a month in our area.

The department has many partners. Listed below are some of the other groups we work closely with:

- Maryland-National Capital Park and Planning Commission (M-NCPPC)
- Bethesda Urban Partnership (BUP)
- Greater Bethesda-Chevy Chase Chamber of Commerce Parking & Transportation Committee
- Montgomery Village Foundation
- Public Technology Institute's (PTI) Transportation Council
- Maryland Department of the Environment (MDE)
- Washington Metropolitan Area Transit Authority (WMATA)
- National Institutes of Health (NIH)
- BRAC Implementation Committee (BIC)
- United States Navy
- WSSC, Pepco, Washington Gas, and other utility companies



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## **8) Environmental Stewardship:**

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- a) *18% increase in print and mail expenditures (Source: CountyStat)*
- b) *11% decrease in paper purchases (measured in total sheets of paper) (Source: CountyStat)*
- c) *List your accomplishments and/or expected results (Source: Department)*

Ride On has installed decals on bus fareboxes to remind drivers of the idling policy, which limits idling to three minutes. Transit requested that the Fleet Division implement auto shutoff on all applicable buses that exceed a 5 minute idling limit.

DOT actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

At the end of FY13, Ride On had 71 hybrid buses, about 21% of the total Ride On fleet, as well as 89 buses that operate using compressed natural gas, about 26% of the fleet. Of the remaining buses that operate primarily on diesel fuel, 63 of those are much cleaner-burning buses that meet new Federal standards. All future bus purchases will replace older, primarily diesel buses with new cleaner buses.

Diesel engines produced now must burn 90 percent cleaner than those produced three years ago.

The department conducts surveys of each facility, in conjunction with the Department of General Services, to ensure they meet environmental requirements. The department also conducts sweeping operations to remove salt and sand from roadways to protect critical watersheds and uses salt brine in storm preparations to reduce the amount of salt needed.